

**THE ARMY
NONCOMMISSIONED
OFFICER GUIDE**

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NOVEMBER 1990

Creed Of The Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

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THE ARMY NONCOMMISSIONED OFFICER GUIDE

CONTENTS

	Page
PREFACE	2
CHAPTER	
1. Assuming a Leadership Position	4
2. The NCO Creed	6
3. Skills, Knowledge and Attitudes	46
Attitudes, Corporal - Command Sergeant Major	47
Sergeant Major of the Army	48
Command Sergeant Major/Sergeant Major	50
First Sergeant/Master Sergeant	54
Platoon Sergeant/Sergeant First Class	58
Staff Sergeant	62
Sergeant	66
Corporal	70
GLOSSARY	74
REFERENCES	75

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PREFACE

This book is dedicated to the legacy of the noncommissioned officers whose selfless service and time honored traditions reach back to the infancy of this great country. These noncommissioned officers, America's sons and daughters, have served with distinction to uphold and defend the Constitution which embodies our system of government and guarantees the fundamental rights of our citizens.

It is also dedicated to the men and women of today's NCO Corps who carry these traditions forward, proudly wearing their chevrons and serving with distinction at forts, posts and bases from Camp Casey, Korea to Kaiserslautern, West Germany.

Finally, this book is dedicated to those future NCOs who will carry the torch we will pass to them.

We, the collective minds, spirits and bodies of all NCOs past and present, the personification of the NCO Corps throughout our nation's history, see this guide as an opportunity to pass on some of our knowledge, and instill in you the same sort of lump-in-the-throat pride we feel as NCOs.

We think this book will be especially useful to the young NCO just attaining the rank of sergeant, and hopefully, this book will continue to be of inspirational and educational assistance throughout a long and distinguished career.

It tells you what your authority is and how you obtain authority. It explains the relationship between an officer and an NCO, and it describes your specific duties and responsibilities. The skills, knowledge, and attitudes it discusses will help you learn not only what you must KNOW and DO as an NCO, but how to BE an NCO.

The proponent of this publication is HQ, TRADOC. Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms), and forward it to Commandant, U.S. Army Sergeants Major Academy, ATTN: ATSS-D, Fort Bliss, TX 79918-1270.

CHAPTER 1

ASSUMING A LEADERSHIP POSITION

Assuming a leadership position is one of the special leadership situations you will face. Everything discussed in FM 22-100 about what you must **BE**, **KNOW**, and **DO** is relevant to assuming a leadership position.

When assuming a leadership position, you should consider the four factors of leadership—**leader, led, situation, and communications**. Direct your initial efforts—

- To determine what your organization expects of you.
- To determine who your immediate leader is and what is expected of you.
- To determine the level of competence and the strengths and weaknesses of your subordinates.
- To identify the key people outside of your organization whose willing support you need to accomplish the mission.

You should also talk to your leaders, your peers, and key people such as the chaplain and the sergeant major. Seek clear answers to the following questions:

- What is the organization's mission?
- How does this mission fit in with the mission of the next higher organization?
- What are the standards the organization must meet?
- What resources are available to help the organization accomplish the mission?
- What is the current state of morale?
- Who reports directly to you?
- What are the strengths and weaknesses of your key subordinates and the unit?
- Who are the key people outside the organization who support mission accomplishment? (What are their strengths and weaknesses?)

BE SURE YOU ASK THESE QUESTIONS AT THE RIGHT TIME, OF THE RIGHT PERSON, AND IN THE RIGHT MANNER. Answers to these questions, and others that flow from them, should give the information you need to correctly assess the situation and select the right leadership strategy (directing, participating, or delegating).

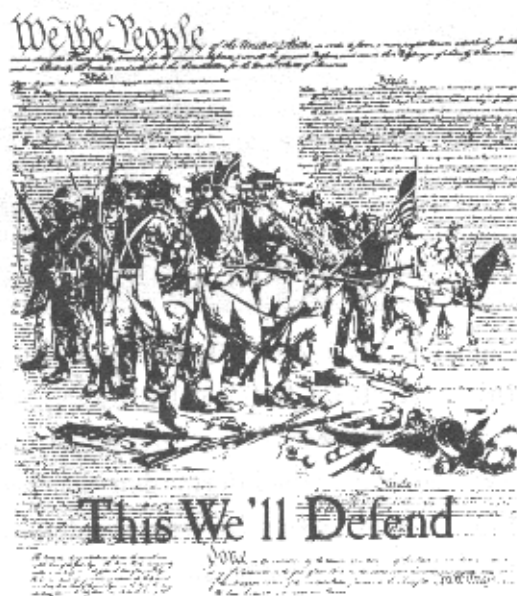
CHAPTER 2

THE NCO CREED

NO ONE IS MORE PROFESSIONAL THAN I.

The opening line of the NCO creed, "No one is more professional than I," is more than a collection of words, it is a PROMISE and a PLEDGE.

It is a promise you make to yourself and the people of the United States of America that you will do whatever it takes to attain and maintain the highest military standards, to leave a legacy of selfless service, commitment to excellence and love of country to those who follow.



It is a pledge to all those noncommissioned officers who have come before that their service and sacrifice were not in vain. Their commitment to the high ideals of this country—our Constitution and the defense of freedom and America—is the history of the United States Army. A row of white crosses, which stretch from Valley Forge to Gettysburg and from Omaha Beach to Khe Sanh, stand in silent testament to their courage and valor.

To remain true to the memory of those NCOs who gave their last ounce of courage, who made the ultimate sacrifice for the freedom we enjoy, you should reaffirm your “professionalism” every day. But before you can do so, you must understand first what it means to be a professional.

- What does it mean to be a member of the NCO Corps?
- What is an NCO?

To answer these questions, you must examine the duties and responsibilities of the NCO and the standards you must live up to.

I AM A NONCOMMISSIONED OFFICER, A LEADER OF SOLDIERS.

What is a leader? Normally, a leader is one in charge or in command. There are four factors of leadership, leader, led, situation and communications, and they are always present to affect when and how a leader takes action. Since you are the leader, in order to make the right decisions, you must first have an understanding of yourself—what you are, what you know, and what you can do. To lead your soldiers effectively and for your own self-development, you must know your strengths and weaknesses.

What is leadership? Leadership is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation.

You provide purpose when you establish priorities, explain the importance of missions, and focus soldiers on the task. By keeping your soldiers informed, you help to ensure that they will function in an efficient and a disciplined manner even under battlefield conditions.



You provide direction when you establish and enforce standards. The day-to-day examples of your own *courage*, *candor*, *competency*, and *commitment* play a vital role in setting these standards and providing direction.

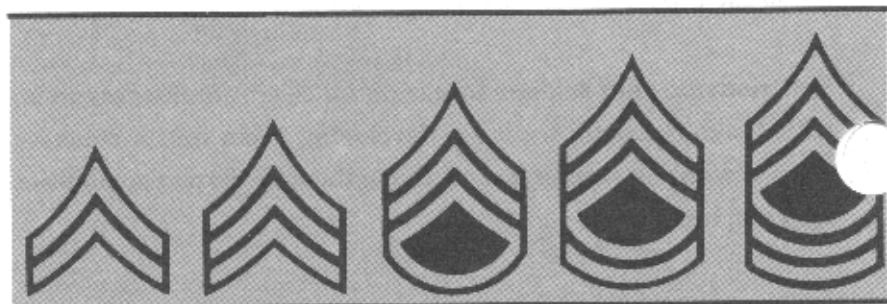
You motivate your soldiers by caring for them, challenging them with tough, realistic training, developing them into a cohesive team, rewarding successes, and giving them all the responsibilities they can handle.

AS A NONCOMMISSIONED OFFICER, I
REALIZE THAT I AM A MEMBER OF A
TIME HONORED CORPS KNOWN AS THE
“BACKBONE OF THE ARMY.”

A necessary and permanent part of any successful, organized military force is a tough, dedicated, and professional NCO corps. In ancient times, armies selected a soldier who exhibited skill, courage, and leadership to perform the duties of an NCO. Since the Revolutionary War, the United States Army has promoted soldiers from the ranks, like you, to support its commissioned officers and to accomplish the critical day-to-day missions of its units.

You lead soldiers every hour of every day. You see to it that they carry out orders in spirit and in fact. You set high standards and train soldiers to perform to those standards—you lead by example.

Yours is a tough, demanding but very rewarding job. You and the soldiers you lead are the heart of the Army. You lead soldiers at the action level where the important day-to-day fundamental work of the Army occurs.



Because you live and work directly with and among soldiers, you have the best opportunity to know them as they really are. You are the first to identify and teach soldiers how to best use their strengths; the first to detect and train soldiers to overcome their shortcomings. You will be challenged and rewarded by your soldiers; concerned when they stumble, filled with pride when they succeed.

You will learn that there is no task more important than preparing soldiers for combat and no greater honor than leading American soldiers in either peace or war. You will do all this and more, learning firsthand why the NCO is called the "backbone of the Army."

It's a title you will wear proudly.



I AM PROUD OF THE CORPS OF NONCOMMISSIONED OFFICERS AND WILL AT ALL TIMES CONDUCT MYSELF SO AS TO BRING CREDIT UPON THE CORPS, THE MILITARY SERVICE, AND MY COUNTRY REGARDLESS OF THE SITUATION IN WHICH I FIND MYSELF.

Part of the pride you felt when they first pinned on your stripes was the realization that you became, at that moment, the newest link in an NCO chain. It's a chain which stretches back through more than two hundred years of distinguished history and across a thousand distant battlefields.

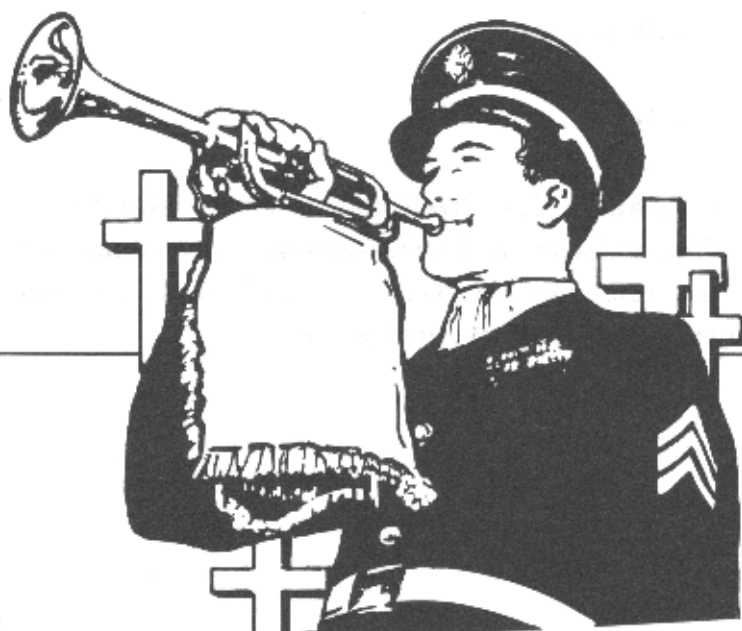
The Army's NCO Induction Ceremony, which follows the promotion of a soldier to the first NCO rank, emphasizes and builds on the pride we all share as members of such an elite corps.

Along with the honor of joining that distinguished group, came an additional responsibility—to honor the memory of those men and women of the NCO Corps, who served with pride and distinction.

You honor them through the courage, candor, commitment and competence you strive for and display every day. You honor them by embracing the ideals of personal integrity and selfless service.

Regardless of the situation, you must never forget who you are or what you are. The example you set every day is a living testament that the ideals they fought and perhaps died for, are still alive in you.

And, just as you have a loyalty to the memory of those who have come before, you have a responsibility and loyalty to those with whom you serve today. Loyalty to your unit expresses both the obligation between those who lead and the led, and the shared commitment among soldiers for one another.



Loyalty to the Army requires your support of the military and civilian chain of command. Loyalty to the nation means not only your support and defense of the Constitution against all enemies, foreign and domestic, but your readiness and willingness to fight for the American ideals of freedom and justice.

The professional Army ethic—

- Loyalty
- Duty
- Selfless Service
- Integrity

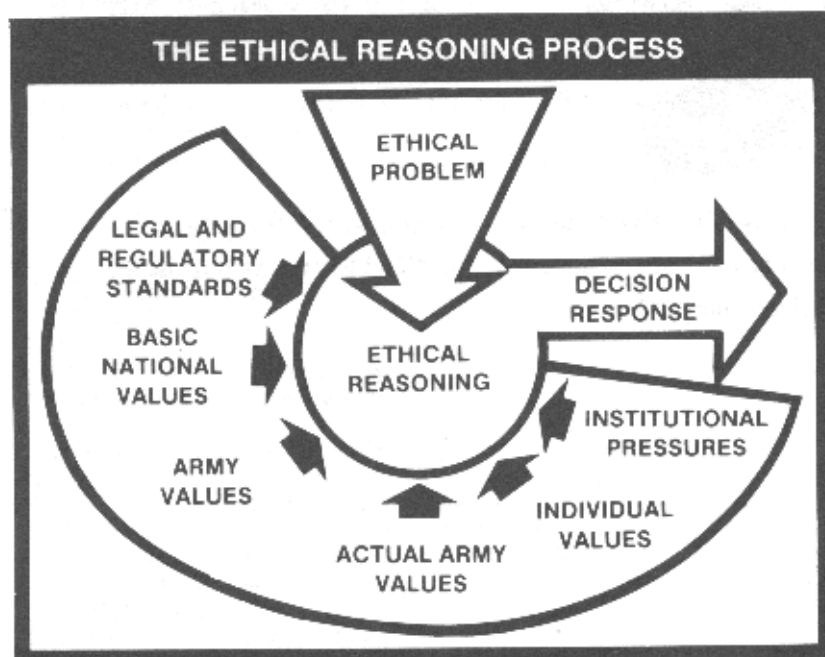
...reflects beliefs and values all soldiers must possess. However, as an NCO, these ethics are the foundation of your competence as a leader. They influence how you think and learn, how you implement plans, and how you treat people.



If the NCO is the “backbone” of the Army, then the professional Army ethic is the “heart” of the NCO Corps, and from that heart springs our pride.

I WILL NOT USE MY GRADE OR POSITION TO ATTAIN PLEASURE, PROFIT, OR PERSONAL SAFETY.

As a leader, you have ethical responsibilities. You must be a worthy role model even though you may face the temptation of using your new-found power or position to make things easier for yourself. To be a leader worthy of the trust and confidence the American people have placed in you, you must be of strong and honorable character.



When you face a situation where the right ethical choice is unclear, consider all the forces and factors that relate to the situation and then select a course of action that best serves the ideals of the nation. Often, the values found in the professional Army ethic can help you select the best course of action.

You will find integrity woven throughout the fabric of the professional Army ethic. Integrity means being honest and upright, avoiding deception, and living the values you expect from your subordinates. Integrity demands that you act according to the other values of the Army ethic.

You must be absolutely sincere, honest, and candid and avoid deceptive behavior. Integrity is the basis for the trust and confidence that must exist among members of the Army. Further, you must demonstrate integrity in your personal life. If you compromise your integrity, you break the bonds of trust between you, your soldiers, and your leaders.

COMPETENCE IS MY WATCHWORD.

The trust and confidence your leaders and soldiers have in you is based not only on who you are, but on what you know and what you are able to do. In the course of its more than 200 years of distinguished service, the Army has identified a framework for leadership development and assessment. The framework consists of **nine leadership competencies** which establish broad categories of *skills, knowledge and attitudes* that define leader behavior. They are—

Communication

- Issue clear, concise orders
- Receive/interpret information

Supervision

- Lead soldiers/units
- Maintain control/accountability

**Teaching/
Counseling**

- Teach individual/collective training
- Evaluate performance oriented training
- Coach and provide feedback

**Soldier-Team
Development**

- Develop unit cohesion
- Foster loyalty and commitment
- Build esprit and confidence
- Lead physical fitness training

**Technical/Tactical
Proficiency**

- Perform skill level tasks
- Qualify with weapon/equipment
- Navigate
- Perform and direct maintenance

Decision Making

- Use problem solving process

Planning

- Plan individual/collective training

**Use of Available
Systems**

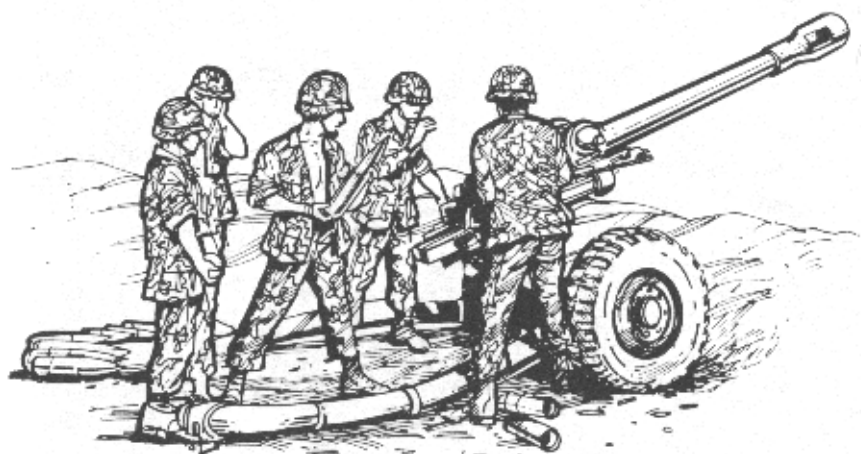
- Use automated data processing or other computerized systems

Professional Ethics

- Lead by example
- Practice professional Army ethics
- Display high personal/professional standards

MY TWO BASIC RESPONSIBILITIES WILL ALWAYS BE UPPERMOST IN MY MIND—ACCOMPLISHMENT OF MY MISSION AND THE WELFARE OF MY SOLDIERS.

Your unit is your piece of the Army's action, your day-to-day part of the Army, and where you exercise the competencies you've developed. By training your soldiers, you contribute to your unit's mission and combat readiness, and thus to the defense of the nation.



The unit is your family, your team. You have certain responsibilities to your team by virtue of the position you hold. **A primary responsibility is to take care of your soldiers.** You do this by developing a genuine concern for their well-being. In the Army, this means that you must know and understand your soldiers well enough to train them to a high level of proficiency as individuals and teams, and employ them within their capabilities.

Individual training is your primary job. You must develop trained soldiers who have discipline, are physically strong, mentally tough, and highly motivated. You must train your soldiers on every task critical to wartime mission accomplishment, because they must be confident in their ability to perform well under the difficult and demanding conditions of battle. Effective training is the key to sustaining the mobility, deployability, and lethality of today's combat-ready Army.

I WILL STRIVE TO REMAIN TACTICALLY AND TECHNICALLY PROFICIENT.

Before training your soldiers, you must know your job. Usually, this means obtaining a combination of both technical and tactical knowledge. You need to become technically proficient in order to successfully perform all tasks and functions related to your position, including the ability to operate and maintain all assigned equipment. Tactical proficiency comes when you are able to skillfully employ your soldiers and their equipment, and when you understand your commander's intent and the Army's current warfighting doctrine.

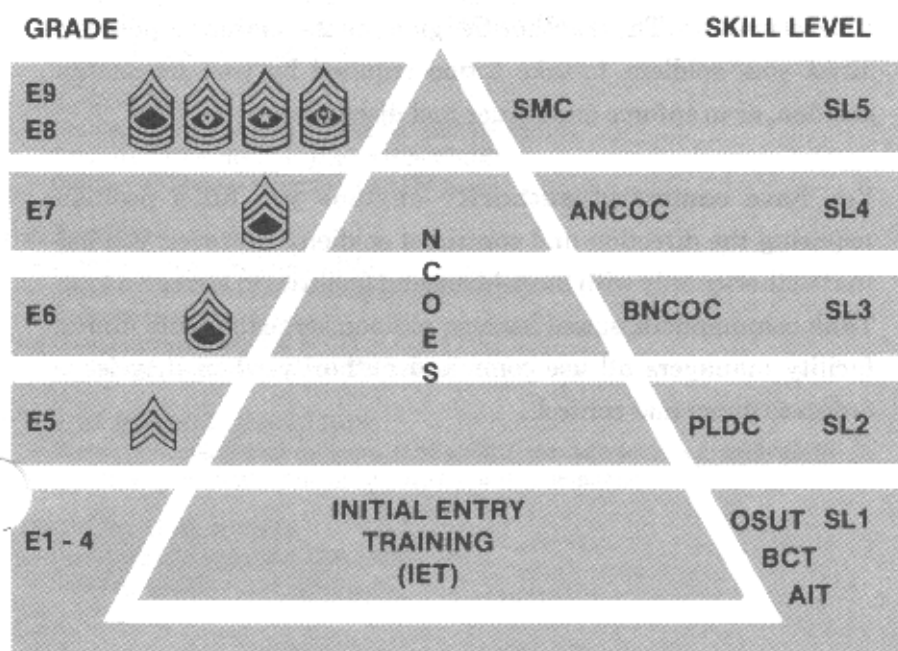
There are **three pillars of leader development**: *institutional training, operational assignments and self-development*. Commanders and senior NCOs all share responsibility to provide opportunities and guidance to you by training, promoting, and utilizing you in positions of increasing responsibility. They will ensure that you have the time and preparation necessary to attend and excel at each of the schools in the Noncommissioned Officer Education System (see chart).

However, you must seek and take responsibility for your own actions, and maximize your own development as opportunities occur. Self-development, through college courses or other programs designed to improve your leadership abilities, is your responsibility.

The nine leaders competencies and the skills, knowledge, and attitudes you must possess at each skill level are powerful developmental tools for you and your soldiers. They provide a universal standard for you and all other leaders throughout the Army.

Leadership is linked to knowledge. The confidence your soldiers have in your tactical and technical proficiency will affect your ability to train and lead them. Your soldiers will know whether you are knowledgeable in a given area and will take pride in the fact that you have the experience or know-how to train and lead them. Your technical and tactical proficiency are, therefore, keys to their respect, trust, and confidence in you as a leader.

ENLISTED TRAINING SYSTEM



I AM AWARE OF MY ROLE AS A NONCOMMISSIONED OFFICER. I WILL FULFILL MY RESPONSIBILITIES INHERENT IN THAT ROLE.

Though training and leading soldiers are your main responsibilities, you have other responsibilities to your commander, the unit and the United States Army. Since the time of Baron Von Steuben's "Regulations for the Order and Discipline of the Troops of the United States," NCOs have had the responsibility and authority for ensuring order and discipline.

As an NCO, you have two types of authority: *command* and *general military*. These authorities give you the legitimate power to direct your soldiers, to take action required by your leadership position, or to enforce good order and discipline.

You have **command authority** anytime you fill a position requiring the direction and control of soldiers. However, you use that authority only with the soldiers and facilities in your own unit. Tank commanders, squad leaders, platoon sergeants, and dining facility managers all use command authority when they issue orders to direct and control.

Another source of your command authority stems from the combination of the chain of command and the NCO support channel, of which you are a part. The chain of command passes orders and policies through the NCO support channel to provide you with the authority to do your job.

General military authority originates in oaths of office, law, rank structure, traditions, and regulations. For example, the UCMJ gives authority to commissioned officers, warrant officers, petty officers, and noncommissioned officers to maintain order and discipline.

This broad-based authority allows you to take appropriate corrective actions whenever any servicemember, anywhere, commits an act involving a breach of good order or discipline. When you stop soldiers from another battalion who are outside without proper headgear, you have a duty and obligation to enforce established standards and regulations.

ALL SOLDIERS ARE ENTITLED TO OUTSTANDING LEADERSHIP; I WILL PROVIDE THAT LEADERSHIP.

Not long ago you were "one of the troops." Now, you are an NCO, and there is a vast difference between your soldiers and you—a difference far beyond new stripes, more pay, and a different title. Those official promotion orders changed the whole fabric of what the Army and its soldiers expect of you.

You are still responsible for your own skills, but now you are also responsible for the skills of those you lead. This means that you must train your soldiers in whatever skills they may lack.

You are still responsible for following orders, but now you give orders as a leader of a squad, a crew, a team, or section. This means that you are no longer a "doer," but that you get things done through the efforts of others.

You must make sound and timely decisions to ensure the task is understood, supervised and accomplished. That is what outstanding leadership is all about; establishing and enforcing standards and providing purpose, direction, and motivation for your soldiers.



I KNOW MY SOLDIERS, AND I WILL ALWAYS
PLACE THEIR NEEDS ABOVE MY OWN.

Part of providing the purpose, direction, and motivation for your soldiers is deciding which of the three leadership styles will best meet their needs. You have to be yourself, yet flexible enough to adjust to the soldiers you lead and to the missions assigned to you.

Some soldiers say they admire a certain sergeant because that NCO always seems to know exactly what to do in a particular situation. Others admire a leader who knows just the right words to say at the right time to ensure mission accomplishment and soldier care.

Experience has taught you that you should not deal with all people the same. For example, you know it is not effective to deal with a new soldier the same way you would deal with an experienced tank commander or section chief, and vice versa.

Directing

When time is short and only you know what needs doing and how to do it, the *directing style* is the best way to accomplish the mission. When leading soldiers who lack experience or competence at a time-critical task, you need to tell them what, how, where, and when you want it done.

Participating

If your soldiers have some competence in a given task and support your goals, allowing them to participate in decisions can create a powerful team-building process. In this case, the *participating style* of leadership may be most effective. Asking your soldiers for information and recommendations before you make your decision will help build their confidence and increase their support for the final plan.

Delegating

When your soldiers are mature, competent and motivated to perform a particular task, you may feel comfortable enough to try the *delegating style* of leadership. Handing over your problem-solving and decision-making authority to a soldier or group of soldiers does not release you from being accountable for the task, but it does help them build confidence in their own abilities. When you allow them to make final decisions or solve a problem on their own, it shows that you have confidence in them, and it reinforces the principles of cohesion and teamwork.

There is no one best style. What works for you in one situation may not work in another. You must develop the flexibility to use all three styles and the judgement to choose the style that best meets the situation and the needs of your soldiers.

I WILL COMMUNICATE CONSISTENTLY WITH MY SOLDIERS AND NEVER LEAVE THEM UNINFORMED.

Your ability to effectively communicate with your soldiers is just as important as your style of leadership.

Communication, the fourth major leadership factor, occurs when others understand exactly what you are trying to tell them, and when you understand precisely what they are trying to tell you. You must recognize that you communicate standards by your example and by what behaviors you ignore, reward, and punish.

Leadership is more than setting the example and bravely leading a charge. Your ability to say the correct thing, at the appropriate moment and in the right way, is a very important part of leading and caring for your soldiers.

In peacetime, you must create a bond with your soldiers that will cause them to follow you and conduct themselves properly in combat. You must win their trust and confidence before, rather than after, combat has commenced. What and how you communicate either builds or harms the strength of the relationship between you and your soldiers.

In wartime, you must clearly communicate the mission to your soldiers. If they are to think creatively on the battlefield, they must have a clear concept of the "objective." They must have all the accurate information that headquarters (platoon and above) can supply about the enemy and other factors that affect the mission.

American soldiers do best when they know why they are doing something. Individual soldiers have changed the outcome of battle using initiative in the absence of orders. Keeping your soldiers informed helps them make decisions and execute plans within your intent, encourages initiative, improves teamwork, and enhances morale.



I WILL BE FAIR AND IMPARTIAL WHEN RECOMMENDING BOTH REWARDS AND PUNISHMENT.

A good leader always faces the difficult balancing act between consistent, fair and impartial use of rewards and punishments. You must be consistent in the enforcement of standards and discipline, but you must also judge each action on its own merits.

As we stated earlier, you do not lead all soldiers in the same way. You must correctly assess your soldiers' competence, motivation, and commitment so that you can take the proper leadership actions at the correct time. For example, a soldier with a new job or task normally needs closer supervision than an experienced soldier at that same job or task. A soldier with low confidence needs your support and encouragement.

Rewards and punishments have different purposes. Rewards promote desired behavior; punishments reduce undesired behavior. Soldiers who work hard and do their jobs efficiently deserve your praise; soldiers who intentionally fail to follow your guidance or meet clear standards may need reprimanding or punishment.

Rewards are visible evidence to soldiers that their leaders, their unit, and their country appreciate their courage or hard work. Well-chosen rewards normally increase soldiers' motivation to keep working for more recognition.

Punishments for those soldiers who intentionally fail to meet your standards or follow your guidance have just as great an impact on the behavior you wish to modify as rewards do. However, you must be careful with punishments. Don't punish soldiers who are unable to perform a task; punish only those who are unwilling or unmotivated to succeed.

You must also ensure that the soldiers you punish understand exactly what behavior led to the punishment and that their behavior is your primary concern. The punishment should neither be excessive nor unreasonable since it is not the severity of the punishment that necessarily deters soldiers, but the certainty of it.

The hope of reward and the fear of punishment greatly affect soldiers' behavior. If you have received a pat on the back for doing something well, or punishment for unsatisfactory performance, you know how it felt and how it changed your future behavior.

As a leader, you must create a climate that encourages your subordinates to actively participate and want to help you accomplish the mission.

Key ingredients for developing this relationship are mutual trust, respect, confidence, and the consistency with which you dispense rewards and punishments. These have almost as much impact upon the behavior of your soldiers as the rewards and punishments themselves.

OFFICERS OF MY UNIT WILL HAVE MAXIMUM TIME TO ACCOMPLISH THEIR DUTIES; THEY WILL NOT HAVE TO ACCOMPLISH MINE.

Just as you have responsibility to your soldiers, you also have a responsibility to the officers with whom you serve. Both you and your officers share the same goal—to *accomplish your unit's mission*. This means that you must work together and advise, assist, and learn from each other.

Your commander will establish the unit's overall policies and standards to help you carry out your responsibilities.

THE OFFICER	THE NONCOMMISSIONED OFFICER
Commands, establishes policy, plans, and programs the business of the Army.	Conducts the daily work of the Army within established orders, directives, and policies.
Concentrates on collective training which will enable the unit to accomplish the mission.	Concentrates on individual training which will enable the unit to develop the capability to accomplish the mission.
Is primarily involved with unit operations, training, and related activities.	Is primarily involved with training individual soldiers and teams.

Your commander, and other officers assigned to the unit, will give you the guidance, resources, assistance, and supervision necessary for you to do your duties as a noncommissioned officer, but they will not perform your duties for you.

By the same token, you are responsible for assisting and advising your officers in carrying out their duties. They are responsible for collective training and unit effectiveness and readiness, which lead to mission accomplishment. Through individual and team training, you must ensure that your soldiers, with their personal equipment, can function as effective team members. In your unit, as in all effective Army units, officers and NCOs must determine the best division of their responsibilities and tasks by considering the mission, the situation, and individual abilities and personalities.

THE OFFICER	THE NONCOMMISSIONED OFFICER
Concentrates on unit effectiveness and readiness.	Concentrates on each subordinate NCO and soldier and on the small teams of the unit to ensure that each is well-trained, highly motivated, ready, and functioning.
Pays particular attention to the standards of performance, training, and professional development of officers as well as NCOs.	Concentrates on standards of performance, training, and professional development of NCOs and enlisted personnel.
Creates conditions and makes the time and other resources available so the NCO can do his job.	Gets the job done.

I WILL EARN THEIR RESPECT AND
CONFIDENCE AS WELL AS THAT OF MY
SOLDIERS.

Your officers and soldiers are looking to you for outstanding leadership. You will initially receive respect, based upon your leadership position, but you can only retain their respect and confidence through daily examples of courage, candor, competence and commitment.

Confidence gives your soldiers the deep seated belief the unit CAN and WILL accomplish the mission no matter how unfavorable the odds. This confidence will allow your unit to withstand adverse conditions far better than other units. You cannot order confidence. Soldiers develop confidence through realistic training and simulated combat experiences that make them optimistic about themselves, their equipment, unit, and leaders.

One way to build the respect and confidence you need as a leader is to use the *11 principles of leadership*. They are universal and have withstood the test of time. Use the following principles to assess yourself and develop an action plan to improve your ability to lead.

The 11 Principles of Leadership

- Know yourself and seek self-improvement
- Be technically and tactically proficient
- Seek responsibility and take responsibility for your actions
- Make sound and timely decisions
- Set the example
- Know your soldiers and look out for their well-being
- Keep your subordinates informed
- Develop a sense of responsibility in your subordinates
- Ensure the task is understood, supervised, and accomplished
- Build the team
- Employ your unit in accordance with its capabilities

I WILL BE LOYAL TO THOSE WITH WHOM I SERVE; SENIORS, PEERS, AND SUBORDINATES ALIKE.

A great man once wrote, "No man is an island." That is especially true in the Army where teamwork is so critical to mission accomplishment, and the whole is often greater than the sum of its parts.

You are not alone in this business of being an NCO. You have your soldiers, an NCO support chain, fellow NCOs, and a chain of command. You have a variety of responsibilities and the most important are training and leading your soldiers.

But, you also have an obligation to those with whom you serve. You owe them your loyalty—an understanding between you and them that you will always be there for them, in peace and in war.

To your **leaders** you owe respect, allegiance, and prompt obedience to orders. To your **peers** you owe your support, cooperation, and daily examples of NCO professionalism which will bring credit to the NCO Corps. And to your **subordinates**, you owe a sense of purpose, direction, motivation and a genuine concern for their well-being.



I WILL EXERCISE INITIATIVE BY TAKING APPROPRIATE ACTION IN THE ABSENCE OF ORDERS.

All of the tactical and technical proficiency in the world will do no good unless you have the will to use it. You are a leader now which means that you are responsible for making sound and timely decisions on your own.

Leading always involves responsibility. You want subordinates who can handle responsibility and help you perform your mission. Similarly, your leaders want you to take the initiative within their stated intent. When you see a problem or something that needs to be fixed, **FIX IT**. The best NCOs understand the unit's mission, anticipate what must be done and **DO IT**. They also use good judgement and seek clarification when orders are unclear.

Sometimes you'll make mistakes, which is part of the learning process, and you need to learn from them. Just as you **seek responsibility**, you must **take responsibility** for your actions, whether good or bad. That's part of your professional leadership development.

As you mature as an NCO, your judgement will improve. You'll better understand the interrelationships between you and your soldiers, and how to handle various situations as you gain more knowledge and experience. The key is not to act impulsively, but to use your NCO support channel and the tactical and technical knowledge you have gained to make sound decisions.

You are part of a team and warfighting is a team activity. You must develop a team spirit among your soldiers that motivates them to go willingly and confidently into combat in a quick transition from peace to war. Your soldiers need confidence in your abilities to lead them and in their abilities to perform as members of the team. Your unit becomes a team only when your soldiers trust and respect you and each other as trained professionals and see the importance of their contributions to the unit.

**I WILL NOT COMPROMISE MY INTEGRITY,
NOR MY MORAL COURAGE.**

Your soldiers will use you as a role model. They want to have a leader to look up to. They want to depend on you to enforce the values our society demands. Your soldiers want you to be good at your job, but they also want you to be decent and honorable. By being the ethical standard bearer, you motivate your soldiers to develop self-discipline, fight courageously and do the right thing, regardless of danger.

You may need moral courage not only on the battlefield, but in peacetime garrison and field duty, as well. You may face pressures from superiors or subordinates to bend rules, look the other way, or ignore standards. "I don't care how you do it, just get it done," is an open invitation to bypass established procedures. If a superior orders you to illegally "cannibalize" someone else's vehicle for parts, or falsify a report, or pressures you to tell something other than the whole truth, this may create an ethical dilemma for you. You want to obey the order, instruction or suggestion, but you know that the act is wrong, though perhaps not illegal.

Regardless of the source of pressure to act unethically, you usually know in your heart the right thing to do. The real question is whether you have the character to live by sound professional values when under pressure. If you have the right beliefs and values, the thing to do in most situations will be clear and you will do it.

If you are communicating effectively with your soldiers, developing their character, helping them to strengthen their own values and beliefs, and instilling in them the same strong commitment to the professional Army ethic, then they will have no problem in dealing with their own ethical dilemmas. Your goal should be the development of a shared ethical perspective so that your soldiers will act promptly, with the moral strength to do what is right.

I WILL NOT FORGET, NOR WILL I ALLOW MY COMRADES TO FORGET, THAT WE ARE PROFESSIONALS, NONCOMMISSIONED OFFICERS, LEADERS!

You are an NCO. You have a responsibility to your soldiers, peers, leaders, unit, and the United States Army to be the best NCO you can be. That responsibility means applying the values of courage, candor, competence and commitment to everyday activities for all to see.

It means mastering the nine leader competencies, and all of the skills, knowledge and attitudes for your rank and duty position.

It means taking charge, and living up to all of the 11 leadership principles as you train and care for your soldiers.

Most of all, it means living up to the standards set by hundreds of thousands of men and women who have proudly worn chevrons these last two hundred-plus years.

Their heroic examples of dedication and loyalty to their units, the Army and the nation fill our history books and stir our spirit. Their devotion to duty and our nation's ideals, their sense of honor and courage tempered in the heat of battle, are the source from which today's NCOs draw strength.

You are part of that legacy, faced with responsibilities and future challenges. Your job is not an easy one. But, just as they triumphed over any and all adversity, so can you. The Army expects it, your soldiers deserve it, and those who have come before demand it.

YOU ARE AN NCO.



CHAPTER 3

SKILLS, KNOWLEDGE AND ATTITUDES

In 1989, the NCO Leader Development Task Force developed nine leadership competencies and the skills, knowledge and attitudes NCOs should possess at each rank level.

Chapter 3 lists the attitudes expected of all NCOs, regardless of rank, and outlines required NCO skills and knowledge at each level. Accompanying the competency charts are descriptions of the most important NCO duties and responsibilities at corresponding duty positions.

ATTITUDES

The 1989 NCO Leader Development Task Force found that though skills and knowledge are progressive and sequential throughout an NCO's career, the attitudes necessary to BE an effective leader remain the same, regardless of rank.

Drawing heavily from the Professional Army Ethic (FM 100-1), the NCO Creed, and the Oath of Enlistment, the Task Force identified 14 attitudes common to all effective NCO leaders.

ATTITUDES CPL - SGM

- Enforce standards
- Set the example
- Accomplish the mission
- Take care of soldiers
- Be dedicated and selfless
- Accept responsibilities for self and subordinates
- Obey lawful orders
- Be honest and courageous
- Maintain physical and mental toughness
- Show competence and self-confidence
- Act fairly and equitably with subordinates
- Be loyal to the nation and Constitution
- Be loyal to superiors and subordinates
- Show initiative and self-motivation

SERGEANT MAJOR OF THE ARMY

Established in 1966, the title Sergeant Major of the Army designates the senior sergeant major insignia of rank and represents the senior enlisted position of the Army. The sergeant major in this position serves as the senior enlisted advisor and consultant to the Chief of Staff of the Army.

The SMA provides information on problems affecting enlisted personnel and proposed solutions to these problems; on standards, professional development, growth, and advancement of NCOs; and on morale, training, pay, promotions, and quality of life for soldiers and family members.

Utilizing command information channels, the SMA keeps soldiers current on important NCO issues, and through the public media informs the American people of the Army mission, soldier accomplishments and future enlisted trends.

He directs NCO support channel activities through the major commands' command sergeants major by using written and verbal communications.

Other functions of this position include: presenting the enlisted viewpoint to Congress, DA boards and committees, meeting with military and civilian organizations to discuss enlisted affairs, receiving enlisted personnel who visit HQDA, and representing all Army enlisted personnel at appropriate ceremonies.



COMMAND SERGEANT MAJOR AND SERGEANT MAJOR

This is the position title designating the senior NCO of the command at battalion and higher level. He or she carries out policies and standards on the performance, training, appearance, and conduct of enlisted personnel. The CSM gives advice and initiates recommendations to the commander and staff in matters pertaining to enlisted personnel. A unit, installation, or higher headquarters CSM directs the activities of that NCO support channel. This channel functions orally through the CSM's or first sergeant's call and normally does not involve written instruction. The CSM administers the unit Noncommissioned Officer Development Program (NCODP), normally through written directives and utilizing the NCO support channel. As the senior NCO of the command, the CSM is the training professional within the unit, overseeing and driving the entire training program.

SKILLS — SGM

• COMMUNICATION

- Receive and interpret information from superiors and subordinates
- Issue clear and concise oral and written orders
- Write performance counseling statements
- Provide input on personnel actions affecting subordinates
- Participate in battalion after action reviews
- Write NCOERs

• SUPERVISION

- Enforce Army standards of appearance and conduct
- Control and account for individuals and units
- Supervise collective training
- Supervise battalion in performance of collective tasks
- Supervise maintenance of equipment, living areas, and work place
- Enforce the Army Safety Program
- Enforce the Army equal opportunity and sexual harassment policies

• TEACHING AND COUNSELING

- Teach and coach CTT training
- Teach and coach MOS Skill Levels 1, 2, 3, 4 and 5 tasks
- Teach common leader combat skills
- Teach performance oriented training
- Coach subordinates in proper execution of tasks
- Evaluate tasks to standards
- Provide feedback through performance counseling and battalion AARs
- Teach and coach NCOs on NCOER

• SOLDIER-TEAM DEVELOPMENT

- Develop battalion cohesion
- Foster loyalty and commitment
- Build spirit and confidence
- Instill discipline
- Take care of subordinates
- Lead battalion physical fitness training
- Develop and mentor subordinate NCOs
- Perform health risk training

• TECHNICAL AND TACTICAL PROFICIENCY

- Qualify with weapon, train and supervise marksmanship training
- Be proficient with mission essential weapons and equipment
- Perform MOS Skill Levels 1, 2, 3, 4 and 5 tasks to standard
- Perform common tasks skill levels 1, 2, 3, and 4 to standard
- Navigate and lead battalion size movement
- Employ training devices
- Train and supervise PMCS
- Train and lead battalion collective tasks
- Train and lead common leader combat skills

• DECISION MAKING

- Interpret information and make decisions affecting battalion and battalion soldiers
- Use problem solving process
- Use ethical decision making process
- Exercise initiative in tactical situations
- Use military decision making process

• PLANNING

- Plan METL-based individual and collective training
- Use backward planning process

• USE OF AVAILABLE SYSTEMS

- Use and control automated systems and information management at battalion level and higher commands
- Use information management and analytical systems at battalion level and higher commands

• PROFESSIONAL ETHICS

- Lead by example
- Practice Professional Army Ethic
- Demonstrate high moral standards

The CSM and commander jointly coordinate and develop the unit's mission essential task list (METL) and individual training tasks to create a team approach to battle-focused training. The CSM and NCO leaders then select the specific individual tasks which support each collective task to be trained during this same period. CSMs utilize command information channels to inform, express concerns on enlisted issues and build esprit. They also represent the commander at military and civilian functions to maintain good community relations.

The Sergeant Major is generally the key enlisted member of staff elements at levels higher than battalion. The sergeant major's experience and ability are equal to that of the command sergeant major, but the sphere of influence regarding leadership is generally limited to those directly under his or her charge.

KNOWLEDGE — SGM

• COMMUNICATION

- Listening and watching principles (FM 22-101)
- Speaking principles (TSP NCOES and USASMA RB 350-25)
- Reading grade level 12.0 (TABE and AR 25-30)
- Writing grade level 12.0 (TABE and AR 25-30)
- Effective writing for Army leaders (DA PAM 600-67)
- NCO evaluation report system (AR 623-205)

• SUPERVISION

- Duties, responsibilities and authority of NCOs (TC 22-6)
- Wear & Appearance (AR 670-1), Drill & Ceremony (FM 22-5)
- Unit standing operating procedures
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Operator's manuals for battalion equipment (TM -10 series)
- Unit supply procedures (AR 735 series)
- Army Safety Program (AR 385 series)
- EO/sexual harassment policy (AR 600-20)

- **TEACHING AND COUNSELING**
 - Common Tasks Skill Levels 1, 2, 3, and 4 (STP 21-1 and STP 21-24)
 - Tasks, conditions and standards for individual tasks (Soldiers Manual)
 - Common leader combat skills
 - Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
 - Performance counseling of individuals (FM 22-101)
 - After action review techniques for battalions (FM 25-101)
 - Individual Training Evaluation Program (AR 350-37)
- **SOLDIER-TEAM DEVELOPMENT**
 - Concept of team building (FM 22-102)
 - Principles of leadership (FM 22-100)
 - Factors of leadership (FM 22-100)
 - Human stress factors (FM 22-100)
 - Customs and traditions of unit
 - Army enlisted promotion system (AR 600-200)
 - Noncommissioned Officer Education System (AR 351-1)
 - Noncommissioned Officer Development Program (AR 350-17)
 - Company and battalion disciplinary actions (UCMJ)
 - Physical fitness training (FM 21-20)
 - Army health promotion (AR 600-63)
- **TECHNICAL AND TACTICAL PROFICIENCY**
 - Marksmanship training
 - Operation, characteristics and employment of battalion weapons and equipment
 - MOS Skill Levels 1, 2, 3, 4, and 5 tasks and standards (Soldier's Manual and AR 611-201)
 - Common Tasks Skill Levels 1, 2, 3, and 4 (STP 21-1 and STP 21-24)
 - Land navigation map reading (FM 21-26), and battalion movement techniques
 - Operation of training devices (FM 25-101)
 - Equipment operator's manuals (TM -10 series)
 - Battalion collective tasks (ARTEP/AMTP)
 - Common leader combat skills
- **DECISION MAKING**
 - Problem solving process (FM 22-100 and FM 22-101)
 - Ethical decision making process (FM 22-100)
 - Military decision making process (FM 101-5)
- **PLANNING**
 - Planning principles (FM 25-100)
 - Training schedules and event plans (FM 25-101)
 - Battalion, brigade and division training objectives
 - Brigade and battalion METL
 - Backward planning process (FM 22-100)
- **USE OF AVAILABLE SYSTEMS**
 - Computers, automated systems, information management and analytical techniques affecting battalions and higher level commands
- **PROFESSIONAL ETHICS**
 - Professional Army Ethic (FM 100-1)
 - Soldierly qualities (FM 100-1)

FIRST SERGEANT AND MASTER SERGEANT

The position of first sergeant is similar to that of the CSM in importance, responsibility, and prestige. The first sergeant is the senior NCO in companies, batteries, and troops. Even as far back as the Revolutionary War period, first sergeants have enforced discipline, fostered loyalty and commitment in their soliders, maintained duty rosters and made morning reports to their company commanders. Since today's first sergeants maintain daily contact with, and are responsible for training and the health and welfare of all of the unit's soldiers and families, this position requires outstanding leadership and professional competence. The master sergeant serves as the principal NCO in staff elements at battalion and often higher levels. Although not charged with the enormous leadership responsibilities of the first sergeant, the master sergeant is expected to dispatch leadership and other duties with the same professionalism and to achieve the same results as the first sergeant.

SKILLS — MSG

• COMMUNICATION

- Receive and interpret information from superiors and subordinates
- Issue clear and concise oral and written orders
- Write performance counseling statements
- Provide input on personnel actions affecting subordinates
- Participate in company after action reviews
- Write NCOERs

• SUPERVISION

- Enforce Army standards of appearance and conduct
- Control and account for individuals and units
- Supervise and evaluate individual training
- Lead company/section in performance of collective tasks
- Supervise maintenance of equipment, living areas, and work place
- Enforce the Army Safety Program
- Enforce the Army equal opportunity and sexual harassment policies

- **TEACHING AND COUNSELING**

- Teach and coach CTT training
- Teach and coach MOS Skill Level 1, 2, 3 and 4 tasks
- Teach common leader combat skills
- Teach performance oriented training
- Coach subordinates in proper execution of tasks
- Evaluate tasks to standards
- Provide feedback through performance counseling and company AARs
- Teach and coach NCOs on NCOER

- **SOLDIER-TEAM DEVELOPMENT**

- Develop company/section cohesion
- Foster loyalty and commitment
- Build spirit and confidence
- Instill discipline
- Take care of subordinates
- Lead company/section physical fitness training
- Develop and mentor subordinate NCOs
- Perform health risk training

- **TECHNICAL AND TACTICAL PROFICIENCY**

- Qualify with weapon, train and supervise marksmanship training
- Be proficient with company/section weapons and equipment
- Perform MOS Skill Levels 1, 2, 3, 4, and 5 tasks to standard
- Perform Common Tasks Skill Levels 1, 2, 3, and 4 to standard
- Navigate and lead company size movement
- Employ training devices
- Train and supervise PMCS
- Train and lead company/section collective tasks
- Train and lead common leader combat skills

- **DECISION MAKING**

- Interpret information and make decisions affecting company and company soldiers
- Use problem solving process
- Use ethical decision making process
- Exercise initiative in tactical situations
- Use military decision making process

- **PLANNING**

- Plan METL-based individual and collective training
- Use backward planning process

- **USE OF AVAILABLE SYSTEMS**

- Use and control automated systems at company and higher level commands
- Use information management and analytical systems at company and higher level commands

- **PROFESSIONAL ETHICS**

- Lead by example
- Practice Professional Army Ethic
- Demonstrate high moral standards

First sergeants hold formations, instruct platoon sergeants, and assist the commander in daily unit operations. Though routine administrative duties are supervised by the first sergeant, a first sergeant's principle duty is the training of soldiers. The first sergeant, along with the CSM and other key NCOs, must understand the organization's collective mission essential tasks during METL-based training. Through NCO development programs, performance counseling, and other less formal guidance, first sergeants are the Army's most important mentors in developing subordinate NCOs.

KNOWLEDGE — MSG

• COMMUNICATION

- Listening and watching principles (FM 22-101)
- Speaking principles (TSP NCOES and USASMA RB 350-25)
- Reading grade level 12.0 (TABE and AR 25-30)
- Writing grade level 12.0 (TABE and AR 25-30)
- Effective writing for Army leaders (DA PAM 600-67)
- NCO evaluation report system (AR 623-205)

• SUPERVISION

- Duties, responsibilities and authority of NCOs (TC 22-6)
- Wear & Appearance (AR 670-1), Drill & Ceremony (FM 22-5)
- Unit standing operating procedures
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Operator's manuals for company level equipment (TM -10 series)
- Unit supply procedures (AR 735 series)
- Army Safety Program (AR 385 series)
- EO/sexual harassment policy (AR 600-20)

• TEACHING AND COUNSELING

- Common Tasks Skill Levels 1, 2, 3, and 4 (STP 21-1 and STP 21-24)
- Tasks, conditions and standards for individual tasks (Soldier's Manual)
- Common leader combat skills
- Army training system and responsibilities of trainers (FM 25-100 & 25-101)
- Performance counseling of individuals (FM 22-101)
- After action review techniques for companies (FM 25-101)
- Individual Training Evaluation Program (AR 350-37)

- **SOLDIER-TEAM DEVELOPMENT**

- Concept of team building (FM 22-102)
- Principles of leadership (FM 22-100)
- Factors of leadership (FM 22-100)
- Human stress factors (FM 22-100)
- Customs and traditions of unit
- Army enlisted promotion system (AR 600-200)
- Noncommissioned Officer Education System (AR 351-1)
- Company and battalion disciplinary actions (UCMJ)
- Physical fitness training (FM 21-20)
- NCO Development Program (AR 350-17)
- Army health promotion (AR 600-63)

- **TECHNICAL AND TACTICAL PROFICIENCY**

- Marksmanship training
- Operation, characteristics and employment of company weapons and equipment
- MOS Skill Levels 1, 2, 3, 4, and 5 tasks and standards (Soldier's Manual and AR 611-201)
- Common Tasks Skill Levels 1, 2, 3, and 4 (STP 21-1 and STP 21-24)
- Land navigation, map reading (FM 21-26), and company movement techniques
- Operation of training devices (FM 25-101)
- Equipment operator's manuals (TM -10 series)
- Company/section collective tasks (ARTEP/AMTP)
- Common leader combat skills

- **DECISION MAKING**

- Problem solving process (FM 22-100 and FM 22-101)
- Ethical decision making process (FM 22-100)
- Military decision making process (FM 101-5)

- **PLANNING**

- Planning principles (FM 25-100)
- Training schedules and event plans (FM 25-101)
- Battalion training objectives
- Company and battalion METL
- Backward planning process (FM 22-100)

- **USE OF AVAILABLE SYSTEMS**

- Computers, automated systems, information management and analytical techniques affecting company and higher level commands

- **PROFESSIONAL ETHICS**

- Professional Army Ethic (FM 100-1)
- Soldierly qualities (FM 100-1)

PLATOON SERGEANT AND SERGEANT FIRST CLASS

This position title is also key in the command structure of the Army. When the platoon leader is present, the platoon sergeant is the primary assistant and advisor, with the responsibility of training and caring for soldiers. In the absence of the platoon leader, the platoon sergeant takes charge of the platoon. As the lowest level senior NCO involved in the company METL, platoon sergeants teach collective and individual tasks to soldiers in their organic squads, crews or equivalent small units. The sergeant first class may serve in a position subordinate to the platoon sergeant or may serve as the NCOIC of the section with all the attendant responsibilities and duties of the platoon sergeant. Whether platoon sergeant or sergeant first class, this is the first level at which the term senior NCO properly applies. The platoon sergeant or sergeant first class generally has 15 to 18 years, or more, of military experience and is rightfully expected to bring that experience to bear in quick, accurate decisions that are in the best interest of the mission and the soldier.

SKILLS — SFC

• COMMUNICATION

- Receive and interpret information from superiors and subordinates
- Issue clear and concise oral and written orders to platoons
- Write performance counseling statements
- Provide input on personnel actions affecting subordinates
- Participate in company after action reviews
- Write NCOERs

• SUPERVISION

- Enforce Army standards of appearance and conduct
- Control and account for individuals and small units
- Supervise and evaluate individual training
- Lead platoon/section in performance of collective tasks
- Supervise maintenance of equipment, living areas, and work place
- Enforce the Army Safety Program
- Enforce the Army equal opportunity and sexual harassment policies

- **TEACHING AND COUNSELING**
 - Teach and coach CTT training
 - Teach and coach MOS Skill Levels 1, 2, and 3 tasks
 - Teach common leader combat skills
 - Teach performance oriented training
 - Coach subordinates in proper execution of tasks
 - Evaluate tasks to standards
 - Provide feedback through performance counseling and platoon AARs
 - Teach and coach junior NCOs on NCOER
- **SOLDIER-TEAM DEVELOPMENT**
 - Develop platoon cohesion
 - Foster loyalty and commitment
 - Build spirit and confidence
 - Instill discipline
 - Take care of subordinates
 - Lead platoon/section physical fitness training
 - Develop and mentor subordinate NCOs
 - Perform health risk training
- **TECHNICAL AND TACTICAL PROFICIENCY**
 - Qualify with weapon, train and direct platoon in basic rifle marksmanship
 - Be proficient with platoon weapons and equipment
 - Perform MOS Skill Levels 1, 2, 3 and 4 tasks to standard
 - Perform common task skill levels 1, 2, 3 and 4 to standard
 - Navigate and lead platoon movement
 - Employ training devices
 - Perform PMCS on individual and platoon/section weapons and equipment
 - Train and lead platoon collective tasks
 - Train and lead common leader combat skills
- **DECISION MAKING**
 - Interpret information and make decisions affecting platoon and platoon members
 - Use problem solving process
 - Use ethical decision making process
 - Exercise initiative in tactical situations
- **PLANNING**
 - Plan platoon/section collective and individual training
 - Use backward planning process
- **USE OF AVAILABLE SYSTEMS**
 - Use and control automated systems affecting platoon and higher level commands
- **PROFESSIONAL ETHICS**
 - Lead by example
 - Practice Professional Army Ethic
 - Demonstrate high moral standards

Utilizing tough, realistic, and intellectually and physically challenging performance-oriented training to excite and motivate soldiers, the platoon sergeant ensures Army standards are met and maintained. Additionally, the platoon sergeant must conduct cross training to promote critical wartime skills within the unit, evaluate the effectiveness of the platoon, and provide training feedback to the commander and first sergeant during after-action reviews on all company collective training.

KNOWLEDGE — SFC

• COMMUNICATION

- Listening and watching principles (FM 22-101)
- Speaking principles (ISP NCOES and USASMA RB 350-25)
- Reading grade level 10.0 (TABE and AR 621-5, AR 25-30)
- Writing grade level 10.0 (TABE and AR 621-5)
- Effective writing for Army leaders (DA PAM 600-67)
- NCO evaluation report system (AR 623-205)

• SUPERVISION

- Duties, responsibilities and authority of SFCs (TC 22-6)
- Wear & Appearance (AR 670-1), Drill & Ceremony (FM 22-5)
- Unit standing operating procedures
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Operator's manual for platoon level equipment (TM -10 series)
- Unit supply procedures (AR 735 series)
- Army Safety Program (AR 385)
- EO/sexual harassment policy (AR 600-20)

• TEACHING AND COUNSELING

- Common Tasks Skill Levels 1, 2, and 3 (STP 21-1 and STP 21-24)
- Tasks, conditions and standards for individual tasks (Soldier's Manual)
- Common leader combat skills
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Performance counseling of individuals (FM 22-101)
- After action review techniques for platoons (FM 25-101)
- Individual Training Evaluation Program (AR 350-37)

- **SOLDIER-TEAM DEVELOPMENT**

- Concept of team building (FM 22-102)
- Principles of leadership (FM 22-100)
- Factors of leadership (FM 22-100)
- Human stress factors (FM 22-100)
- Customs and traditions of unit
- Army enlisted promotion system (AR 600-200)
- Noncommissioned Officer Education System (AR 351-1)
- Company and battalion disciplinary actions (UCMJ)
- Physical fitness training (FM 21-20)
- Army health promotion (AR 600-63)

- **TECHNICAL AND TACTICAL PROFICIENCY**

- Marksmanship training
- Operation, characteristics and employment of platoon weapons and equipment
- MOS Skill Levels 1, 2, 3, and 4 tasks and standards (Soldier's Manual)
- Common Tasks Skill Levels 1, 2, 3, and 4 (STP 21-1 and STP 21-24)
- Land navigation map reading (FM 21-26) and platoon movement techniques
- Operation of training devices (FM 25-101)
- Equipment operator's manuals (TM -10 series)
- Platoon/section collective tasks (ARTEP/AMTP)
- Common leader combat skills

- **DECISION MAKING**

- Problem solving process (FM 22-100 and FM 22-101)
- Ethical decision making process (FM 22-100)

- **PLANNING**

- Planning principles (FM 25-100)
- Training schedules and event plans (FM 25-101)
- Company training objectives
- Company METL
- Backward planning process (FM 22-100)

- **USE OF AVAILABLE SYSTEMS**

- Computers, automated systems, information management and analytical techniques affecting platoon and higher level commands

- **PROFESSIONAL ETHICS**

- Professional Army Ethic (FM 100-1)
- Soldierly qualities (FM 100-1)

SECTION, SQUAD AND TEAM LEADERS

Staff sergeants, sergeants and corporals are normally section, squad and team leaders, and are a critical link in the NCO chain. These NCOs live and work with their soldiers every day and are responsible for their health, welfare and safety. These section, squad, and team leaders ensure that their soldiers meet standards in personal appearance, and teach them to maintain and account for their individual and unit equipment and property. The NCO enforces standards, and develops and trains soldiers daily in MOS skills and unit missions.

SKILLS — SSG

• COMMUNICATION

- Receive and interpret information from superiors and subordinates
- Issue clear and concise oral orders to teams
- Write performance counseling statements
- Provide input on personnel actions affecting subordinates
- Participate in squad after action reviews
- Write NCOERS

• SUPERVISION

- Enforce Army standards of appearance and conduct
- Control and account for subordinates
- Lead and evaluate individual training
- Lead squad/section in performance of collective tasks
- Supervise maintenance of equipment, living areas, and work place
- Enforce the Army Safety Program
- Enforce the Army equal opportunity and sexual harassment policies

• TEACHING AND COUNSELING

- Teach subordinates individual tasks for CTT
- Teach subordinates MOS Skill Level 1 and 2 tasks
- Teach subordinates common leader combat skills
- Teach subordinates performance oriented training
- Coach subordinates in proper execution of tasks
- Evaluate tasks to standards
- Provide feedback through performance counseling and squad AARs

- **SOLDIER-TEAM DEVELOPMENT**
 - Develop team cohesion
 - Foster loyalty and commitment
 - Build spirit and confidence
 - Instill discipline
 - Take care of subordinates
 - Lead squad/section physical fitness training
 - Develop and mentor subordinate NCOs
- **TECHNICAL AND TACTICAL PROFICIENCY**
 - Qualify with weapon, train and direct basic rifle marksmanship
 - Be proficient with crew served weapons and equipment
 - Perform MOS Skill Levels 1, 2 and 3 tasks to standard
 - Perform Common Tasks Skill Levels 1, 2 and 3 to standard
 - Navigate and lead squad movement
 - Employ MILES equipment
 - Perform PMCS on individual and squad/section weapons and equipment
 - Train and lead squad collective tasks
 - Train and lead squad in common leader combat skills
- **DECISION MAKING**
 - Interpret information and make decisions affecting squad and squad members
 - Use problem solving process
 - Use ethical decision and making process
 - Exercise initiative in tactical situations
- **PLANNING**
 - Plan squad/section and individual training
 - Use backward planning process
- **USE OF AVAILABLE SYSTEMS**
 - Use and control automated systems at squad/section levels
- **PROFESSIONAL ETHICS**
 - Lead by example
 - Practice Professional Army Ethic
 - Demonstrate high moral standards

The NCO teaches individual and collective training, develops unit cohesion, fosters the values of loyalty and commitment, and builds spirit and confidence. The NCO evaluates performance oriented training, and through coaching and counseling grooms young soldiers for future positions of increased responsibility. Section, squad, and team leaders are responsible for their soldiers' minds, bodies, and spirits. These NCOs teach everything from the making of sound and timely decision to physical training to ethics and values. They are the basic trainers of today's soldiers.

KNOWLEDGE — SSG

• COMMUNICATION

- Listening and watching principles (FM 22-101)
- Speaking principles (ISP NCOES and USASMA RB 350-25)
- Reading grade level 10.0 (TABE, AR 621-5, and AR 25-30)
- Writing grade level 10.0 (TABE, and AR 621-5)
- Effective writing for Army leaders (DA PAM 600-67)
- NCO evaluation reports (AR 623-205)

• SUPERVISION

- Duties, responsibilities and authority of a SSG (TC 22-6)
- Wear & Appearance (AR 670-1), Drill & Ceremony (FM 22-5)
- Unit standing operating procedures
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Operator's manuals for squad level equipment (TM -10 series)
- Unit supply procedures (AR 735 series)
- Army Safety Program (AR 385 series)
- EO/sexual harassment policy (AR 600-20)

• TEACHING AND COUNSELING

- Common Tasks Skill Level 1 and 2 (STP 21-1 and 21-24)
- Tasks, conditions and standards for individual tasks (Soldiers Manual)
- Common leader combat skills
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Performance counseling of individuals (FM 22-101)
- After action review techniques for squads (FM 25-101)
- Individual Training Evaluation Program (AR 350-37)

- **SOLDIER/TEAM DEVELOPMENT**
 - Concept of team building (FM 22-102)
 - Principles of leadership (FM 22-100)
 - Factors of leadership (FM 22-100)
 - Human stress factors (FM 22-100)
 - Customs and traditions of unit
 - Decentralized promotion system (AR 600-200)
 - Prerequisites for BNCOC (AR 351-1)
 - Company level disciplinary actions (UCMJ)
 - Physical fitness training (FM 21-20)
- **TECHNICAL AND TACTICAL PROFICIENCY**
 - Conduct of basic rifle marksmanship for squads
 - Operation, characteristics and employment of squad weapons and equipment
 - MOS Skill Levels 1, 2 and 3 tasks and standards (Soldiers Manual)
 - Common Tasks Skill Levels 1, 2 and 3 (STP 21-1 and 21-24)
 - Land navigation, map reading (FM 21-26), and squad movement techniques
 - Preventive measures against environmental health threats
 - Operation of MILES in tactical training
 - Equipment operator's manual (TM -10 series)
 - Squad/section collective tasks (ARTEP/AMTP)
 - Common leader combat skills
- **DECISION MAKING**
 - Problem solving process (FM 22-100 and FM 22-101)
 - Ethical decision making process (FM 22-100)
- **PLANNING**
 - Planning principles (FM 25-100)
 - Training schedules and event plans (FM 25-101)
 - Platoon training objectives
 - Backward planning process (FM 22-100)
- **USE OF AVAILABLE SYSTEMS**
 - Automated systems applicable to squad/section
- **PROFESSIONAL ETHICS**
 - Professional Army Ethic (FM 100-1)
 - Soldierly qualities (FM 100-1)

SKILLS — SGT

● COMMUNICATION

- Receive and interpret information from superiors and subordinates
- Issue clear and concise oral orders to teams
- Write performance counseling statements
- Provide input on personnel actions affecting subordinates
- Participate in squad after action reviews

● SUPERVISION

- Enforce Army standards of appearance and conduct
- Control and account for subordinates
- Lead and evaluate individual training
- Lead team in performance of collective tasks
- Supervise maintenance of equipment, living areas, and work place
- Enforce the Army Safety Program
- Enforce the Army equal opportunity and sexual harassment policies

● TEACHING AND COUNSELING

- Teach subordinates individual tasks for CTT
- Teach subordinates MOS Skill Level 1 tasks
- Teach subordinates common leader combat skills
- Teach subordinates performance oriented training
- Coach subordinates in proper execution of tasks
- Evaluate tasks to standards
- Provide feedback through performance counseling and team AARs

● SOLDIER-TEAM DEVELOPMENT

- Develop team cohesion
- Foster loyalty and commitment
- Build spirit and confidence
- Instill discipline
- Take care of subordinates
- Lead team physical fitness training
- Develop and mentor subordinate NCOs

● TECHNICAL AND TACTICAL PROFICIENCY

- Qualify with weapon and direct basic rifle marksmanship
- Be proficient with crew served weapons and equipment
- Perform MOS Skill Levels 1 and 2 tasks to standard
- Perform Common Tasks Skill Levels 1 and 2 to standard
- Be proficient in land navigation and map reading
- Use MILES equipment
- Train and lead team collective tasks
- Perform PMCS on individual and team weapons and equipment

- **DECISION MAKING**

- Interpret information and make decisions affecting team and team members
- Use problem solving process
- Use ethical decision making process
- Exercise initiative in tactical situations

- **PLANNING**

- Plan team and individual training
- Use backward planning process

- **USE OF AVAILABLE SYSTEMS**

- Use and control automated systems at team/section level

- **PROFESSIONAL ETHICS**

- Lead by example
- Practice Professional Army Ethic
- Demonstrate high moral standards

KNOWLEDGE — SGT

• COMMUNICATION

- Listening and watching principles (FM 22-101)
- Speaking principles (ISP NCOES and USASMA RB 350-25)
- Reading grade level 10.0 (TABE, AR 621-5 and AR 25-30)
- Writing grade level 10.0 (TABE and AR 621-5)

• SUPERVISION

- Duties, responsibilities and authority of a SGT (TC 22-6)
- Wear & Appearance (AR 670-1), Drill & Ceremony (FM 22-5)
- Unit standing operating procedures
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Equipment operator's manual (TM -10 series)
- Unit supply procedures (AR 735 series)
- Army Safety Program (AR 385 series)
- EO/sexual harassment policy (AR 600-20)

• TEACHING AND COUNSELING

- Common Tasks Skill Level 1 (STP 21-1-SMCT)
- Tasks, conditions and standards for individual tasks (Soldiers Manual)
- Common leader combat skills
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Performance counseling of individuals (FM 22-101)
- After action review techniques for teams (FM 25-101)
- Individual Training Evaluation Program (AR 350-37)

• SOLDIER-TEAM DEVELOPMENT

- Concept of team building (FM 22-102)
- Principles of leadership (FM 22-100)
- Factors of leadership (FM 22-100)
- Human stress factors (FM 22-100)
- Customs and traditions of unit
- Promotion criteria through sergeant (AR 600-200)
- Prerequisites for PLDC (AR 351-1)
- Company level disciplinary actions (UCMJ)
- Physical fitness training (FM 21-20)

• TECHNICAL AND TACTICAL PROFICIENCY

- Conduct of basic rifle marksmanship for teams
- Operation, characteristics and employment of team weapons and equipment
- MOS Skill Levels 1 and 2 tasks and standards (Soldiers Manual)
- Common Tasks Skill Levels 1 and 2 (STP 21-1 and 21-24)
- Fundamentals of land navigation and map reading (FM 21-26)
- Prevention measures against environmental health threats
- Operation of MILES
- Team collective tasks (ARTEP/AMTP)
- Common leader combat skills
- Equipment operator's manual (TM -10 series)

- **DECISION MAKING**
 - Problem solving process (FM 22-100 and FM 22-101)
 - Ethical decision making process (FM 22-100)
- **PLANNING**
 - Planning principles (FM 25-100)
 - Training schedules and event plans (FM 25-101)
 - Squad training objectives
 - Backward planning process (FM 22-100)
- **USE OF AVAILABLE SYSTEMS**
 - Automated systems applicable to team/section
- **PROFESSIONAL ETHICS**
 - Professional Army Ethic (FM 100-1)
 - Soldierly qualities (FM 100-1)

SKILLS — CPL

• COMMUNICATION

- Receive and interpret information from superiors and subordinates
- Issue clear and concise oral orders to small groups
- Write performance counseling statements
- Provide input on personnel actions affecting subordinates
- Participate in squad after action reviews

• SUPERVISION

- Enforce Army standards of appearance and conduct
- Control and account for subordinates
- Lead and evaluate individual training
- Lead small groups in performance of collective tasks
- Supervise maintenance of equipment, living areas, and work place
- Enforce the Army Safety Program
- Enforce the Army equal opportunity and sexual harassment policies

• TEACHING AND COUNSELING

- Teach subordinates individual tasks for CTT
- Teach subordinates MOS Skill Level 1 tasks
- Teach subordinates common leader combat skills
- Teach subordinates performance oriented training
- Coach subordinates in proper execution of tasks
- Evaluate tasks to standards
- Provide feedback through performance counseling and team AARs

• SOLDIER-TEAM DEVELOPMENT

- Develop small group cohesion
- Foster loyalty and commitment
- Build spirit and confidence
- Instill discipline
- Take care of subordinates
- Lead small group physical fitness training
- Develop and mentor subordinate NCOs

• TECHNICAL AND TACTICAL PROFICIENCY

- Qualify with individual weapon (basic rifle marksmanship)
- Be proficient with crew served weapons and equipment
- Perform MOS Skill Level 1 to standard
- Perform Common Tasks Skill Level 1 to standard
- Be proficient in land navigation and map reading
- Use MILES equipment
- Train and lead small group collective tasks
- Perform PMCS on individual and small group weapons and equipment

- **DECISION MAKING**

- Interpret information and make decisions affecting small groups and group members
- Use problem solving process
- Use ethical decision making process
- Exercise initiative in tactical situations

- **PLANNING**

- Plan small group and individual training
- Use backward planning process

- **USE OF AVAILABLE SYSTEMS**

- Use and control automated systems at small group level

- **PROFESSIONAL ETHICS**

- Lead by example
- Practice Professional Army Ethic
- Demonstrate high moral standards

KNOWLEDGE — CPL

• COMMUNICATION

- Listening and watching principles (FM 22-101)
- Speaking principles (ISP NCOES and USASMA RB 350-25)
- Reading grade level 10.0 (TABE, AR 621-5 and AR 25-30)
- Writing grade level 10.0 (TABE and AR 621-5)

• SUPERVISION

- Duties, responsibilities and authority of a CPL (TC 22-6)
- Wear & Appearance (AR 670-1), Drill & Ceremony (FM 22-5)
- Unit standing operating procedures
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Equipment operator's manual (TM -10 series)
- Unit supply procedures (AR 735 series)
- Army Safety Program (AR 385 series)
- EO/sexual harassment policy (AR 600-20)

• TEACHING AND COUNSELING

- Common Tasks Skill Level 1 (STP 21-1-SMCT)
- Tasks, conditions and standards for individual tasks (Soldiers Manual)
- Common leader combat skills
- Army training system and responsibilities of trainers (FM 25-100 & FM 25-101)
- Performance counseling of individuals (FM 22-101)
- After action review techniques (FM 25-101)
- Individual Training Evaluation Program (AR 350-37)

• SOLDIER-TEAM DEVELOPMENT

- Concept of team building (FM 22-102)
- Principles of leadership (FM 22-100)
- Factors of leadership (FM 22-100)
- Human stress factors (FM 22-100)
- Customs and traditions of unit
- Promotion criteria through corporal (AR 600-200)
- Prerequisites for PLDC (AR 351-1)
- Company level disciplinary actions (UCMJ)
- Physical fitness training (FM 21-20)

- **TECHNICAL AND TACTICAL PROFICIENCY**
 - Conduct of basic rifle marksmanship
 - Operation, characteristics and employment of team weapons and equipment
 - MOS Skill Level 1 tasks and standards (Soldiers Manual)
 - Common Tasks Skill Level 1 (STP 21-1 and 21-24)
 - Fundamentals of land navigation and map reading (FM 21-26)
 - Preventive measures against environmental health threats
 - Operation of MILES
 - Small group collective tasks (ARTEP/AMTP)
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- **DECISION MAKING**
 - Problem solving process (FM 22-100 and FM 22-101)
 - Ethical decision making process (FM 22-100)
- **PLANNING**
 - Planning principles (FM 25-100)
 - Training schedules and event plans (FM 25-101)
 - Team/section training objectives
 - Backward planning process (FM 22-100)
- **USE OF AVAILABLE SYSTEMS**
 - Automated systems applicable to small group
- **PROFESSIONAL ETHICS**
 - Professional Army Ethic (FM 100-1)
 - Soldierly qualities (FM 100-1)

GLOSSARY

AAR	After Action Review
AIT	Advanced Individual Training
AMTP	Army Mission Training Plan
ANCOC	Advanced Noncommissioned Officer Course
ARTEP	Army Training and Evaluation Program
BCT	Basic Combat Training
BNCOC	Basic Noncommissioned Officer Course
CPL	Corporal
CSM	Command Sergeant Major
CTT	Common Task Test
IET	Initial Entry Training
METL	Mission Essential Task List
MILES	Multiple Integrated Laser Engagement Simulation
MOS	Military Occupational Specialty
MSG	Master Sergeant
NCO	Noncommissioned Officer
NCODP	Noncommissioned Officer Development Program
NCOER	Noncommissioned Officer Evaluation Report
NCOES	Noncommissioned Officer Education System
1SG	First Sergeant
OSUT	One Station Unit Training
PLDC	Primary Leadership Development Course
PMCS	Preventive Maintenance Checks and Services
SFC	Sergeant First Class
SGM	Sergeant Major
SKA	Skills, Knowledge, and Attitudes
SMC	Sergeants Major Course
SSG	Staff Sergeant

REFERENCES

RELATED PUBLICATIONS

Related publications are sources of additional information. They are not required in order to understand this publication.

ARMY REGULATIONS (ARs)

27-10	Military Justice
350-1	Army Training
350-15	The Army Physical Fitness Program
600-20	Army Command Policy
600-100	Army Leadership

DEPARTMENT OF THE ARMY PAMPHLET (DA Pam)

600-25	U.S. Army Noncommissioned Officer Professional Guide
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FIELD MANUALS (FMs)

21-20	Physical Fitness Training
22-9	Soldier Performance in Continuous Operations
22-100	Military Leadership
22-101	Leadership Counseling
22-102	Soldier Team Development
22-103	Leadership and Command at Senior Levels
25-100	Training the Force
25-101	Battle Focused Training
26-2	Management of Stress in Army Operations
100-1	The Army
100-5	Operations
101-5	Command and Control for Commanders and Staff (Coord. Draft)

TRAINING CIRCULARS (TCs)

22-9-1	Leader Development Program, Military Professionalism (Platoon/Squad Instruction)
22-9-2	Leader Development Program, Military Professionalism (Company/Battery Instruction)
22-9-3	Leadership Development Program, Military Professionalism (Battalion Instruction)

TC 22-6
23 NOVEMBER 1990

By Order of the Secretary of the Army:

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